

1 S SEP 1977

MEMORANDUM FOR: Executive Advisory Group Members  
SUBJECT : Minutes of the 1 September 1977 Executive  
Advisory Group Meeting (U)

1. (U/AIUE) The Executive Advisory Group (EAG) met on 1 September 1977 to discuss with the Director of Central Intelligence (DCI) CIA's accomplishments in the area of personnel management during the past year, which have been guided by EAG decisions.

2. (U/AIUE) Mr. Janney, Director of Personnel, related accomplishments, which are, in general, moving the Agency in the direction of more centralized personnel management. Among other actions, he cited the identification of key operating positions and the selection of potential candidates to fill them; the adoption of new regulations for consistent promotion and separation policy; a new policy to rate supervisors on their performance in handling initial assignments of employees; the extension of the trial period for new employees from 1 year to 3 years; Equal Employment Opportunity (EEO) progress; the identification of low-ranked employees; and the review of senior-graded employees.

3. (U/AIUE) The DCI commented that these actions appeared to be very comprehensive. In the discussion that followed, EAG members pointed out that technically qualified personnel were the hardest to recruit. The DCI urged the rapid processing and notification of applicants; the creation of a stabilized "flow-through" plan for each grade within each directorate, so that employees will know what advancement opportunities to expect; and the establishment of a promotion panel system, preferably without intermediary review boards, which is as understandable and uniform as possible among directorates, to improve perceptions of fairness.

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4. (U/AIUO) Raising other subjects, the DCI said he is looking for ideas to improve management communications, which he has often heard criticized. He emphasized his support for EEO, which, he said, should be assisted by statistical analysis of promotion panel results. He said he wished to ensure that Agency training activity produces the best possible return on a costly and important investment. Finally, he said he would like to determine if there is a discernible pattern to employee grievances. At the suggestion of Mr. Waller, the Inspector General, it was agreed that a special EAG session would be held to discuss employee grievances.

STATINTL

[Redacted]  
James H. Taylor  
Secretary  
Executive Advisory Group

cc: Adm. Turner  
Mr. Janney  
Mr. Waller  
Mr. Cary